

A Work Project, presented as part of the requirements for the Award of a Master Degree in
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VALIDATING *PÓS-PARTO NOS MUSEUS*' MAIN ASSUMPTIONS: A RESEARCH
APPROACH FOR UNDERSTANDING ITS CUSTOMER SEGMENT AND PRACTICAL
RECOMMENDATIONS FOR ITS IMPROVEMENT

Maria Gabriela Peña Silva - 29716

Mariana Gomes Martins Venâncio - 30410

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Professor Aníbal Lopez

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Abstract

Pós-parto nos Museus is a potential postpartum physiotherapy service created by Graça Lucena to support recent mothers during their recovery period and prevent postpartum depression. This work project intends to validate the entrepreneur's main assumptions of *Pós-parto nos Museus*' customer segment and main attributes through a mixed methods approach: a qualitative research to build customer profiles and a quantitative research to identify the potential target's preferences regarding the service. The obtained results were used to suggest recommendations meant to improve *Pós-parto nos Museus*, including a communication strategy to support Graça Lucena when launching the service in the Portuguese market.

Keywords: Postpartum physiotherapy; Value Proposition Canvas; Customer Relationship Management; *Pós-parto nos Museus*

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1. Introduction

1.1. Addressing New Parents' Challenges

New parents face multiple challenges during the first months after their babies' birth, from adapting to a new routine to dealing with the tiredness due to lack of sleep. On the one hand, women have to deal with the changes pregnancy had in their bodies. Some mothers may struggle trying to recover their previous figure, whereas others may have to treat physical postpartum injuries through physiotherapy. On the other hand, new mothers are prone to feel socially isolated (Paris, Gemborys, Kaufman, & Whitehill, 2007) and worry about their children's life and growth, as well as their ability to bond with their babies. These concerns are often translated into feelings of fear, worry, sadness and loneliness (Stern, 1995). Although having these feelings can be normal from time to time, their persistence can lead to Postpartum Depression (PPD). According to the National Institute of Mental Health (2018), PPD describes a range of mood disorders that can appear either during pregnancy or up to a year after a child's birth, including feelings of extreme sadness, anxiety and exhaustion that can interfere with mothers' ability to take care of themselves and their families.

Approximately, one in seven women and an estimated 4% of new fathers suffer from PPD worldwide. Furthermore, PPD is present from 6 to 38% in developed countries (Lara et al., 2015; Norhayati, Hazlina, Asrenee, & Wan Emilin, 2015) and predominates in low and middle-income ones (Lara et al., 2015; Place et al., 2016; Shrestha, Pradhan, Tran, Gualano, & Fisher, 2016).

In Portugal, there are centers offering different postpartum treatments to support new parents in their transition to parenthood, such as physiotherapy to treat injuries from the partum, exercises to recover the previous body shape, or meditation classes to relax. Moreover, some health centers offer pre and postpartum courses for free, where classes are held by a nurse and a physiotherapist.

In an attempt to present a different service, Graça Lucena Physiotherapy, a WOB (Woman-Owned Business) operating in the Portuguese health industry, aims to launch a service called *Pós-parto nos Museus*, which would combine culture and health by offering postpartum physiotherapy services to new mothers and their babies in museums, as a way to prevent the appearance of PPD. Moreover, it would allow fathers to participate in some activities. Although this business idea is innovative, it has not been implemented yet and faces some challenges such as: (1) having difficulties attracting partners (museums) and negotiating with them, as well as setting a price for the offering, (2) having difficulties communicating the service and reaching potential customers, (3) having low brand awareness and (4) not knowing if the service will be aligned to potential customers' preferences and expectations, since Graça Lucena has been building it based on personal assumptions about the customer segment. Some of her hypothesis are the following: (1) *Pós-parto nos Museus* will attract both new mothers and fathers, (2) new mothers want to take their babies with them to all activities, (3) new mothers search for posture and relaxation exercises to recover faster from the partum, (4) new fathers are interested in relaxation and meditation activities, (5) new parents want to learn exercises for the baby, to bond and further improve the baby's health, (6) because new parents are in parental leave, they have availability to attend the full-morning activities, (7) a space for socializing and sharing experiences is important for new parents, (8) participants will perceive the added value of attending the sessions in museums and (9) museums' websites and Facebook are efficient communication channels to promote *Pos-parto nos Museus*.

1.2. Main Work Project Challenge and Objectives

This work project aims to address the last previously mentioned challenge: validating Graça Lucena's assumptions about *Pós-parto nos Museus'* potential customer segment and service attributes. We chose to focus on this challenge because for the idea to succeed in the market, it is crucial to evaluate its fit with customers first. In fact, this would offer a starting

point to tackle other business challenges. As such, the objectives of this work project are: (1) identify new parents' needs and wants, (2) evaluate *Pós-parto nos Museus*' fit with its potential target's expectations and preferences, (3) suggest practical recommendations for the potential service's improvement and (4) propose a brief communication strategy designed to create brand awareness, attract and engage potential customers.

2. Company's Internal and External Analysis

2.1. Internal Analysis: Current Business Model and Team¹

Problem: After giving birth, women experience a series of challenges. Moreover, the postpartum period can be a difficult time in which recent mothers feel lonely and isolated. This comes with a problem because postpartum depression can appear, bringing negative consequences, not only for mothers, but also for their families.

Customer Segment: *Pós-parto nos Museus* aims to target Portuguese parents on their parental leave and their babies. In the future, Graça Lucena wishes to target new mothers in vulnerable conditions, such as single, teenagers and/or unemployed recent moms.

Value proposition: Provide postpartum services in partnership with museums to offer recent mothers support during their recovery period, while promoting socialization and empowerment, in order to prevent postpartum depression.

Key Partners: Museums located in Lisbon. Although the negotiation is still ongoing, a partnership with Museu de Lisboa has already been established.

Key Resources: Graça Lucena's know-how on physiotherapy, museums' physical and human resources, and communication channels belonging to Graça Lucena Physiotherapy.

¹ *Pós-parto nos Museus* has not been officially launched. However, current communication channels belonging to Graça Lucena Physiotherapy were used to promote a pilot test in 2015. These channels contain outdated information about the service.

Key Activities: Provide physiotherapy services through three different programs, each with an average duration of one hour: (1) Posture and Physical Shape: stretching and strengthening exercises adjusted to the postpartum period, (2) Baby Massage: enhances neurological development and stimulates brain activity and (3) Relaxation and Meditation: exercises to relax and practice mindfulness. Participants can decide to buy only one program or the “Trilogy Pack” to try all of them. Finally, guided visits to museums lasting around 60 minutes, as well as communication and marketing efforts are also important activities.

Customer Relationships: Since the project has not being launched, customer relationships have not been forged yet.

Channels: If using the current channels, *Pós-parto nos Museus* would reach customers online, through Graça Lucena Physiotherapy’s Facebook Page and website, and offline, through business cards and Word of Mouth (WOM).

Cost Structure: *Pós-parto nos Museus* costs would consist of insurance, transportation and Graça Lucena’s wage. Moreover, services such as photography, design and accounting would be outsourced and represent variable costs.

Revenue Streams: There are no revenue streams yet. However, Graça Lucena is negotiating with museums for *Pós-parto nos Museus* to be included as a new program offered by them. In that case, museums would provide the needed material and space for the classes and pay Graça Lucena Physiotherapy to provide the service. Hence, both the risks and costs associated to the service would be reduced.

2.2. External Analysis: SWOT

Strengths: <ul style="list-style-type: none">-It is the only business in Lisbon offering new mothers and their babies postpartum physiotherapy treatments in museums.-Graça Lucena's professional experience in the industry, as well as her academic background, are key elements to inspire confidence among a skeptical target.-Inclusive program designed for all recent mothers, even those in vulnerable conditions who could not be able to afford a similar experience otherwise.-Offers programs that cover different areas.-Mothers have the possibility to decide which program best suits their needs, without any kind of customer loyalty.-Each program includes a guided visit to the museum, which is an opportunity to socialize with other participants.-Teaching of exercises that new moms can put in practice on a daily basis, reducing the likelihood of PPD and/or contributing for a stress reduction.	Weaknesses: <ul style="list-style-type: none">-Current negotiation channels to reach potential partners are not being effective.-Due to the service's specificities, it is difficult to set a final price.-Since the business is composed only by Graça Lucena, who lacks knowledge in marketing and finance, the strategies supporting these areas are non-existent or very weak.-There is no detailed analysis of the target nor clarity on how to reach it, which is the first step of creating a customer base.-The brand awareness and reputation are low in the postpartum physiotherapy field.-Because there is a lack of owned space (installations), there is a high dependency on partners' availability to provide the service.
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<p>Opportunities:</p> <ul style="list-style-type: none"> -If the project succeeds, there is a great possibility of expansion to other museums. -Museums are currently providing educational services only for children. Thus, <i>Pós-parto nos Museus</i> could allow them to complement their current agenda with differentiated and unique offerings. -The nature of “Baby Massage and Development” is an opportunity to get fathers and other family members involved. -Museums can use their communication channels to promote <i>Pós-parto nos Museus</i> which might increase awareness and target audience reach. -The Lisbon City Council has funds dedicated to social projects. <i>Pós-parto nos Museus</i> could apply to these funds which could help on its further development. -In Portugal, the maternity leave lasts at least 120 days, which gives mothers both availability and flexibility on weekdays to enroll in such activities. 	<p>Threats:</p> <ul style="list-style-type: none"> -There are companies offering similar services in Lisbon. Moreover, the National Health System offers mothers the chance to benefit from similar postpartum services for free. -New mothers are resistant to leave their comfort zone and they find it difficult to trust others, especially when their babies’ health is involved. -Partnerships with museums are difficult to establish: it is a bureaucratic process that involves different intermediaries. Furthermore, decision-makers are not often present or frequently change, resulting in a delay and/or interruption of the negotiation process. -Although Graça Lucena is committed to ensure the program success and quality, she is not in control of the overall experience. -Some mothers may find it difficult to go to a museum. In that case, they could be more interested in receiving treatments at home.
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Figure 1 - SWOT Analysis

2.3. External Analysis: PESTLE

Political Forces: (1) In Portugal, bureaucracy still represents a problem to business development. Moreover, the lack of autonomy of governmental institutions leads to an inefficient decision-making process and further implementation. (2) Portugal benefits from political stability and there is low likelihood that the government will be destabilized or overthrown by unconstitutional or violent means. (3) The National Health System offers support to women during pregnancy and after giving birth. It includes group classes with a nurse and, in some cases, a physiotherapist. However, it is not available at every health center which means not all recent moms have access to it.

Economic Forces: (1) An unstable economy and a low average income among the middle class could create distrust and could make people think twice before spending their money on non-basic needs, limiting their willingness to spend on physiotherapy services and/or cultural activities.

Sociocultural Forces: (1) There is a growing trend for preferring natural treatments over traditional medication and women are aware of the importance of looking after their mental and physical health. (2) Women are more likely to suffer from depression primarily during their reproductive life and in periods of hormonal oscillations such as premenstrual, postpartum and perimenopause. Poor social, economic and labor conditions increase the likelihood of suffering from depression. (3) Portugal has a growing aged population with one of the lowest birth rates in Europe. Consequently, the age of first-time mothers is also increasing. (4) Motherhood, especially during the postpartum period, can be a time in which mothers experience feelings of loneliness and isolation. Being in contact with people, especially with other mothers going through similar situations, can be crucial to battle postpartum depression. (5) Portugal is one of the European countries with a lower cultural consumption rate. Portuguese rarely visit museums and are not very involved in cultural activities in general.

Technological Forces: (1) Growth of online commerce offers businesses the opportunity to reach customers in easier and more direct ways. This is especially relevant for marketing and communication purposes.

Environmental Forces: (1) Extreme weather conditions can motivate participants to look for more comfortable alternatives, such as physiotherapy services at home. (2) Atmospheric pollution can have a direct impact in babies' health.

Legal and Regulatory Forces: (1) Partnerships with museums are difficult to establish since they involve a bureaucratic process, which can represent an obstacle for developing the project. (2) Privacy issues must be contemplated, especially since the program involves offering service to babies and aims to use photographs for marketing purposes. (3) Both physical spaces and activities must guarantee participants' safety. In case some damage is caused, a Civil Liability Insurance is needed so the business can receive help on covering the costs of defending itself against a claim made by a client. Moreover, a Personal Accident Insurance must be contemplated to protect the business owner.

2.4. External Analysis: Porter's Five Forces

This business analysis model was implemented to identify the forces shaping the competitiveness of the physiotherapy industry in Lisbon, as well as the industry's attractiveness and profitability.

Industry Rivalry: High. The physiotherapy industry focusing on postpartum services is a competitive one, since there are numerous players. One might consider two main types of service modalities in this industry: treatments provided in traditional physiotherapy clinics (or other health establishments) or what is seen as a growing trend, physiotherapy treatments provided at home (individually -for the mother herself- or for a group of friends). Given that the industry rivalry is high, players compete against each other based on service quality and

pricing. Additionally, having distinguished offerings is key for them to improve their market position.

Supplier Power: Low. In this case, suppliers are the physiotherapy equipment suppliers plus physiotherapists themselves since they are the ones who have the know-how. Taking into consideration that there are numerous suppliers to choose from and the switching costs are low, suppliers' bargaining power is also low.

Buyer Power: High. There are several physiotherapy centers available in Lisbon covering the postpartum area and offering similar services. Hence, buyers have a broad range of offer to choose from, where switching costs are rather low, being easy to change to another program. Moreover, buyers are very price sensitive and hold the power to bargain on the service and treatments quality.

Threat of New Entry: Low. Other than specific skills and training, entering this market takes time, effort and can be costly too. Moreover, this sector is quite regulated, especially in case one wants to set up his own business, which constitutes an entry barrier. Since physiotherapy services involve health and well-being, people tend to trust experienced professionals, which can be an obstacle to new players entering the market.

Threat of Substitution: High. Besides the variety of programs within the physiotherapy industry, mothers also have other sports that might bring similar benefits in regaining the previous physical shape such as yoga and pilates. Moreover, with the growth of online platforms, mothers can have access to appropriate exercises to practice during the postpartum period and repeat them at home, guided by tutorial videos from experts. And if available at their nearest health center, mothers can also receive postpartum treatments and guidance concerning maternity issues for free.

2.5. Competitors' Analysis

In order to understand what competitors are currently offering in Lisbon, four of them were analyzed: Centros de Saúde (health centers), Fisioterapia Mães e Filhos, Centro Pré & Pós Parto and Instituto4Life (Appendix 1). This analysis showed that all competitors target similar segments (recent parents and babies) and offer similar services in terms of the physiotherapy treatments they provide to their customers. Thus, they strive to differentiate their value propositions by implementing various strategies. For instance, health centers use a pricing strategy by positioning themselves as the most affordable option in the market, whereas the rest of competitors rely on a service differentiation technique. Fisioterapia Mães e Filhos, for example, provides assistance at home and on a seven day a week basis. Conversely, Centro Pré & Pós Parto offers a variety of workshops, psychological support and babysitting/nursing services directed to the whole family. Lastly, Instituto4Life brings an innovative offering to the market, by targeting grandparents with workshops in which they can share experiences and learn about baby care, in order to strengthen their bond with their grandchildren.

Regarding postpartum physiotherapy services for recent mothers, all competitors have similar portfolios, including practical postpartum recovery exercises, treatment of postpartum-related injuries, massages, urinary incontinence assessment and lymphatic drainage. Plus, most of the companies offer additional services, such as pilates/gymnastics, group workshops, support groups, childcare (in charge of a babysitter or a nurse), breastfeeding support, osteopathy, among others. All in all, companies do their best to meet all the needs of recent mothers, be they physical, psychological and/or even aesthetic. Moreover, because they understand that their customers want to connect to their babies, but also need to relax from time to time, they offer activities in which mothers can participate with their children, but also others in which they can relax and share with other mothers, or even receive the service alone.

With respect to physiotherapy services for babies, all companies offer similar services as well, including respiratory therapy and baby massage. Furthermore, they also provide complementary services to this target, such as osteopathy and pediatrics.

As for the space, all four competitors offer their services in well-equipped rooms located either within a medical institution (health centers, clinics or hospitals) or close to one, which makes them accessible to their target.

In relation to the price companies charge, it depends on the service and its duration, as well as on the sessions' duration. Excluding health centers, activities' prices range from 15€ to more than 100€. Moreover, sessions last on average one hour.

Finally, most competitors' partners are companies, brands or institutions related to education, childcare, baby/kids' products, healthy food and gyms.

3. Contextual Background

3.1 Value Proposition

The value proposition is grounded on different specific definitions and has become one of the most widely used terms in business markets in recent years (Carter & Ejara, 2008; p.69). The term "value proposition" was first used in 1988 by Michael Lanning and Edward Michaels who define it as a clear, simple statement of the benefits, both tangible and intangible, that the company will provide, along with the approximate price it will charge each customer segment for those benefits. Hence, this concept describes the bundle of products and services that creates value for a specific customer segment (Osterwalder & Pigneur, 2010). A value proposition may include characteristics such as newness, performance, customization, "getting the job done", design, brand/status, price, cost reduction, risk reduction, accessibility and convenience/usability (Osterwalder & Pigneur, 2010). In fact, the value proposition offers a description of a customer's problem, the solution to it and the value on the customer's perspective (Chesbrough & Rosenbloom, 2002). Anderson, Narus, & Rossum (2006), suggest

that most managers use value propositions to get customers' attention through the product's or service's benefits. Following this perspective, (1) a value proposition can state all benefits believed to be delivered to target customers; (2) it can point out those that are favorable points of difference and valuable for the customer, or (3) mention only the one or two points of difference that demonstrate the offering's superior value (Patala et al. 2016). Essentially, according to the aforementioned authors the value proposition is fundamental to define how a particular product or service will best serve its target consumers.

Furthermore, literature suggests the importance of economic benefits as a value generator. In fact, the common definition of value relies on the price/quality ratio of a product (Kambil, Ginsberg, & Bloch, 1996) or the difference between perceived benefits -the extent to which a product or service fulfils or exceeds customers' needs- and perceived costs -the full costs associated with the product or service (Garda & Marn, 1993). The definition of value perceived by customers can also be translated into the following formula: $Value = Benefits - Costs$, where the higher the perceived benefits and lower the perceived costs, the higher perceived value by customers (Lindič & Marques da Silva, 2011). As a result, most companies elaborate their value propositions without taking into account customers or competitors (Anderson et al., 2006) which face the risk of not offering neither a real benefit or a differentiation factor (that ultimately creates superior value vis-à-vis competitors).

Accessing the customer's experience in terms of their needs and wants is key to deliver a great value proposition (Barnes, Bake, & Pinder, 2009). Following this perspective, value is generated once a product or service attributes (e.g. features, design, support) match specific customer needs (Kambil et al., 1996). Nevertheless, a company cannot expect to meet all the needs of a certain customer segment, also because needs are not all at the same level. Thus, Albrecht (1993) classifies customer needs in four different categories, matched to product attributes: (1) Basic: mandatory attributes that fulfil the core functions of a product; (2)

Expected: those that competitors deliver and are perceived as needed to compete within a specific industry; (3) Desired: those the customer would like to have, but that are not available for the price the customer is willing to pay and (4) Unanticipated: those the customer would value but didn't think about asking (Kambil et al., 1996; Albrecht, 1993). Consequently, by selecting the right attributes within these four categories it is likely that a company will create superior value and deliver a good value proposition since fit between product attributes and customer needs is achieved.

“Customers are more than consumers at moments of purchase or moments of truth. What they consume and why is increasingly embedded in the context of their lives. Companies will succeed by understanding and delivering against needs that reflect their customers' whole lives, as citizens and as consumers, rather than simply creating market demand” (Curry & Peck, 2014; p.13). Taking this into consideration, the Value Proposition Canvas helps identifying if certain product or service matches customers' expectations. Created by Alexander Osterwalder, the Value Proposition Canvas is a tool to visualize, design and test how to create value for customers (Appendix 2). It is composed of two parts: the value map and the customer profile. On the one hand, the customer profile allows to visualize the jobs, pains and gains of the customer segment one aims to create value for. On the other hand, the value (proposition) map describes how a certain product or service creates value to customers by alleviating pains and creating gains (Osterwalder & Pigneur, 2014).

a) Customer Profile

As previously mentioned, the customer profile is divided in three blocks: customer jobs, customer pains and customer gains. Regarding the first, jobs can be defined as tasks customers, within a specific segment, are trying to perform and complete, the problem they are trying to solve, or the needs they are trying to satisfy (Osterwalder & Pigneur, 2014; p.12). These can

be functional (e.g. do the laundry), social (e.g. look trendy to be perceived as a stylish person) or personal/emotional jobs (to achieve the feeling of job security at work).

Customer pains are anything that annoy customers before, during and after trying to get a job done or that even prevents them from doing so (Osterwalder & Pigneur, 2014; p.14). According to Osterwalder, there are three types of customer pains: undesired outcomes, problems and characteristics; obstacles and risks. Likewise, a pain can be extreme or moderate, depending on the job's importance to the customer.

Lastly, customer gains are the positive outcomes and benefits customers want. Similar to how Karl Albrecht matches customer needs to product attributes, Osterwalder defined that some gains are required, expected, desired and unexpected by customers which can include functional utility, social gains, positive emotions and cost savings (Osterwalder & Pigneur, 2014; p.16). By determining a customer profile based on these blocks (jobs, pains and gains) it is possible to get an understanding of customer priorities and, therefore, to design a value proposition that concretely addresses them.

b) Value Map

The value (proposition) map is also composed by three parts: products and services, pain relievers and gain creators. In fact, products and services are a list of what a company is offering to its customers. It helps them complete either functional, social or emotional jobs or helps them satisfy their needs (Osterwalder & Pigneur, 2014; p.29).

Pain relievers define how a product or service alleviates particular customer pains. Moreover, great value propositions focus on pains that matter to customers and try to ease, not all of them, but a few pains by doing so extremely well (Osterwalder & Pigneur, 2014; p.31). The same happens with gain creators, there is no need address every gain but only those that are most relevant for target customers. Thus, gain creators are how a certain product or services

creates customer gains by outlining a company intends to produce outcomes and benefits that customers want (Osterwalder & Pigneur, 2014; p.33).

Consequently, the fit between the customer profile and the value map is achieved when a company addresses important jobs, alleviates relevant pains and creates essential gains that customers care about (Osterwalder & Pigneur, 2014; p.42), meaning that a great value proposition was built because it connects a product/service and customers jobs, pains and gains.

3.2 Customer Relationship Management (CRM)

Understanding customers' needs and creating products and services capable of satisfying those needs are key factors for addressing the right customers with the right offerings. Nevertheless, to ensure long-term and positive relationships with both potential and existing customers, companies must go further and learn how to relate to them. In other words, they need to build relationships, not only transactions. This is the reason why companies have been increasingly shifting from selling goods to strengthening value-creating processes with their customers, which is directly associated to the current marketing thinking focusing on intangibility, exchange processes and relationships (Vargo & Lusch, 2004, 2008). In order to create and nurture these relationships, firms must bring CRM practices into action.

Customer Relationship Management (CRM) does not have a specific definition since various authors have explored it from different perspectives. Winer (2001) arguments that CRM helps companies understand consumer behavior and obstacles related to acquiring and retaining long term customer value as crucial factors for achieving a sustainable competitive advantage. Berkowitz (2006) defines it as the “organization’s attempt to develop a long-term, cost-effective link with the customer for the benefit of both the customer and the organization”. Following this line of thought, there are also those who argue that CRM aims to achieve a “dual creation of value”, where CRM activities create value for both the marketer and the customer (Boulding, Staelin, Ehret, & Johnston, 2005). In this way, value creation relies on the value

that the firm can offer customers and the one that customers can offer the firm, with the ultimate aim of maximizing the lifetime value of customers (Payne & Frow, 2005). Lastly, CRM can also be considered as a practice that highlights the importance of the relationships developed between companies and their customers and encompasses both the strategic and tactical actions to achieve positive communication and long-term relationships (Pickton & Broderick, 2005).

Taking into consideration the definitions given above, CRM relies on various actions in order to achieve distinct objectives. For the purpose of this project, this literature review focuses on communication as a key element of CRM efforts to build meaningful relationships with customers and create value.

First of all, it is necessary to understand that CRM practices differ from company to company and, especially, from large to small firms. In relation to SMEs, defined as the category of micro, small and medium-sized enterprises which employ fewer than 250 people (Official Journal of the European Union, 2003) being small is better, given that it is SMEs' closeness to customers what offers them a unique competitive advantage (Zontanos & Anderson, 2004). SMEs tend to form closer relationships with customers than larger companies, which enables personalized exchange relationships through personal knowledge (Carson, Cromie, McGowan, & Hill, 1995). By having communication channels with customers, SMEs can meet their needs in a more efficient and effective way (Chen & Ching, 2007).

When planning a communication strategy, firms need to remember "that the C in CRM stands for customer" (Kale, 2004, p.44), which is why they need to adopt a customer orientation when developing CRM practices (Teo, Devadoss, & Pan, 2006). Such customer centric approach aims to gather relevant information about customers in order to understand them in a better way, hoping to improve customer management and increase profitability (Kincaid, 2003). Customer-centric firms can focus on customer experience and put it at the heart of the business to make sure they understand their motivations and offer solutions capable of meeting

their needs (Warc, 2018). By understanding customers, organizations can also find the best way to retain them, which is one of CRM's main objectives. Retained customers translates into cumulative revenue for the duration of the relationship, but more importantly, into the value of the ideas they share, their activity on social media, referrals, data sharing and feedback (Hunsaker, 2018).

Technology cannot be ignored when talking about communication as a key factor of CRM, especially since it offers SMEs the opportunity to innovate their marketing activities and create relationships with their customers without the need of large investments. From a technological perspective, and taking into consideration the emergent social media applications, social CRM capability can be understood as “the integration of traditional customer-facing activities, including processes, systems, and technologies with emergent social media applications to engage customers in collaborative conversations and enhance customer relationships” (Trainor, 2012; p. 321).

IT influences the re-design of business processes by creating innovative ways to link a company with customers (Hammer & Champy, 1993). Moreover, online communication media offers faster and more responsive communications with customers (Verhoef, Reinartz, & Krafft, 2010). Specifically, social media applications nowadays offer customer-centric tools that allow customers to interact with others in their social networks as well as with businesses (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). Moreover, these applications also enable a deeper access to customer information either through company-customer interactions or through customer-customer interactions (Agnihotri, Kothandaraman, Kashyap, & Singh, 2012). By understanding these interactions and identifying relevant insights from them, firms can actively engage customers in collaborative conversations and strengthen customer relationships.

Based on what was previously mentioned, it is clear how technology has not only created new channels to approach to customers, but also new ways in which customers interact with each other. In the specific context of motherhood and transition to parenthood, interesting research can be found on how mothers rely on technology to feel supported and/or clarify doubts. For instance, the use of new Information and Communication Technologies (ICT) for health-related issues has been growing over the last few years (Fox, 2011). In Portugal, about 63,6% of women of reproductive age uses the internet as a source of information for health-related issues (Santana, 2009) and many new mothers participate in postpartum online discussion groups in order to obtain information related to the transition to motherhood, share experiences and receive emotional support (Evans, Donelle, & Hume-Loveland, 2012).

Maria T. Bailey, author of *Mom 3.0: Marketing with Today's Mothers by Leveraging New Media & Technology*, also highlights the importance of technology and social media to communicate with customers and, specifically, to mothers, in order to build closer relationships with this target. According to the author, moms use and combine various high-tech devices to simplify their daily activities and feel connected. "Moms are driven by certain emotional motivators", explains Bailey, "They want to feel connected to family, feel validated, and have a sense of accomplishment. Moms have discovered technology can help satisfy these emotional triggers." From a survey made to 3,000 mothers, it was concluded that these women use their cell phones and social network sites, such as Facebook, to stay connected with their families and friends. The research also showed that in-home moms were more likely to use blogs and social network sites than working moms. Finally, around 80%-90% of moms watched videos online and were looking to vlogging (video blogging) for fast answers that could help them accomplish daily activities. As a conclusion, and quoting Bailey, when using communication channels to create meaningful relationships with mothers, "companies need to realize that they

are no longer pushing their message on moms. They are not marketing to them, they are marketing with them” (Mullan, 2009).

Although technology -and specifically social media- has acquired an important role in creating and building relationships with customers, it is important to achieve a balance between traditional channels of communication, such as face-to-face, and virtual ones, given that sometimes the impersonal context of the internet can be an obstacle to developing trust (Durkan, Durkin, & Guillen, 2003).

As the 2016 CMO Council study, *The CMO Shift to Gaining Business Lift*, reports, only 6% of firms have managed to align digital and physical touchpoints, thereby missing the chance to maximize customers engagement to influence the next experience (Hunsaker, 2018).

To summarize, in order to build strong and meaningful relationships with their customers, firms first need to understand them. To do so, they must rely on customer-centric CRM practices that allow them to approach and address their customers in the right way, through the right channels and with the right offerings, with the aim of creating mutual value.

4. Research Methodology

For the purpose of this study, we used a mixed methods approach: qualitative and quantitative research. According to Tashakkori and Teddlie (2003), this research technique can be useful to better assess the degree to which research findings can be trusted, as well as the extent to which conclusions can be made based on them. Moreover, it allows to use different methods for different purposes in the same study. For instance, interviews can be employed for collecting exploratory data to understand a specific topic, whereas a questionnaire can help to collect descriptive or explanatory data (Saunders, 2009).

In order to implement the previously mentioned approach, we conducted two studies. On the one hand, study 1 main goals were to: (1) understand new parents’ problems and needs arising during the months following the partum, (2) identify their ideal postpartum

physiotherapy service and (3) create customer profiles that could help us understanding *Pós-parto nos Museus*' potential customer segment. For this purpose, we implemented in-depth semi structured interviews to collect data from both mothers (primary sample) and fathers (secondary sample). On the other hand, study 2 main objective was to identify *Pós-parto nos Museus*' potential target's preferences and expectations in relation to the service's features. Therefore, we collected data via questionnaires addressed to new parents in their paternal leave.

4.1 Study 1: Immersing in the world of new parents

4.1.1 Methodology

As stated by Walle (2015), in-depth semi structured interviews are a useful method when particular information is sought. For the purpose of this project, we implemented this research technique aiming to obtain information about new parents' problems and needs during the postpartum period, as well as their preferences and expectations regarding an ideal postpartum physiotherapy service. Thus, we developed a pre-recruiting questionnaire to identify the right interviewees and an interview script with five questions to obtain information about (1) new parents' problems encountered after the partum, (2) how new parents overcome these problems, (3) their opinion about postpartum physiotherapy, (4) their routine during the paternal leave and (5) a description of their ideal postpartum physiotherapy service.

Furthermore, by relying on this method, we expected to identify similar behavior patterns that would allow us to build customer profiles for understanding *Pós-parto nos Museus*' potential customer segment. To do so, we used the Value Proposition Canvas model, namely the first part -Customer Profile-, which allowed us to visualize the profiles based on a set of attributes: customer jobs, pains and gains.

4.1.2 Sampling and Research Tools

Participants were chosen based on a pre-recruiting questionnaire (Appendix 3) where several criteria needed to be met, such as: being a mother or a father of a baby less than two

years old, living in Portugal for at least 5 years and being available for interviews. This sample was considered suitable for the study because to these participants the postpartum period is still a recent past, thus, they could look back to it with enough distance to answer our questions. Moreover, the interviews were conducted following an interview guide (Appendix 4) which allowed for flexibility whenever a clarification and/or more information regarding a certain topic was needed.

We conducted 30 in-depth semi structured interviews, each with an approximate duration of 40 minutes, with mothers (primary target) and fathers (secondary target). The interviewees were aged between 25 and 42 years old. Out of the 30 interviewees, 20 were mothers and 10 were fathers. On average, mothers and fathers were 34 years old and had one child. From the primary sample -mothers- 10 percent had completed only High School, 55 percent had a Bachelor's degree and 35 percent had a Master's degree. Similarly, 70 percent of the fathers had a Bachelor's degree while 30 percent had a Master's degree.

4.1.3 Results

The results of study 1 demonstrated that there are three major problems faced by most new mothers during the postpartum period: tiredness, emotional instability and physical injuries (breasts, arms, back and abdomen). As stated by one of the participants (Andreia) "I felt a lot of pain the days after the partum. I could not sit because the back pain was so strong". Likewise, 45 percent of mothers mentioned that they stayed isolated at home for too long. "I felt isolated because I live in a 4th floor flat without elevator, so it was very hard to go out, which I could only do with my husband's help. On the first 2/3 months I only left home to go to the doctor" (Vera). Doubts and insecurity regarding maternity, lack of sleep, body changes and adaptation to a new routine were also mentioned by mothers as their core problem throughout the first months.

In order to overcome these problems, 65 percent of mothers asked advice to health professionals they trusted (e.g. pediatrician/nurse) and 50 percent relied on their partner's support and looked for information online (on Facebook groups mostly). "I created a group on Facebook for mothers to support each other and share their maternity experience" (Marta). Nevertheless, some mothers tried to go out often (35 percent), either for a walk or a coffee with friends, and 25 percent took postpartum courses at a clinic or health center. "I enrolled in the postpartum course provided by the health center (...) I became friends with other new moms from the course and we were hanging out together once a week" (Andreia).

Regarding postpartum physiotherapy perceptions, results revealed that most mothers (45 percent) have never tried this kind of service, although they heard about it or know someone who tried it. Due to lack of time, a smooth partum recovery or because the service is believed to be expensive, mothers do not tend to look for postpartum physiotherapy. The ones that tried it (25 percent) appointed the following reasons: the partum was difficult, needed to relieve physical pain, wanted to recover the body shape or the baby needed it. Hence, it is by necessity that mothers consider physiotherapy, however, they affirmed to have liked the class as it was (1) an excuse to go out and get distracted, (2) an opportunity to share with other moms and clarify doubts with professionals, (3) a chance to learn exercises that could be repeated at home, (4) a space to bond with the baby, (5) an opportunity to recover the body's initial shape, (6) motivating and emotionally beneficial.

During the maternity leave, every mother stated to stay at home taking care of the baby as the key activity. "My 1st month was spent at home taking care of the baby, organizing everything and trying to rest when possible. On the 2nd month I started leaving home with the baby (when he was calm, usually late afternoons) to walk around and get distracted" (Maria). In fact, 75 percent of mothers used their spare time to do housework while 50 percent preferred to go out for a walk with the baby or for a coffee (mostly after the second month). "I felt the

freedom to do different things with the baby and I did not feel constrained to stay at home” (Fabricia). Another important insight is that when staying at home, mothers take time to check their social networks and watch TV.

Based on customer expectations, results unveil that the ideal postpartum physiotherapy service in terms of place, company and type of exercises would be (1) in a park, when the weather allows, or in a quiet room with natural light/windows to stimulate the contact with the outside/nature (mentioned by 40 percent of mothers). Moreover, (2) it would combine exercises to help the organs fall back into the right place and improve physical appearance (indicated 65 percent of mothers) with “questions and answers” (Q&A) time. There would be sessions only for mothers to help them relax without the babies (stated by 25 percent of mothers), but also for mothers and their babies, in order to strengthen the mother-baby bond (mentioned by 35 percent of mothers). “For me, the ideal physiotherapy sessions would be in a garden next to my place, where I could bring the baby sometimes and go alone others” (Vera).

When analyzing the secondary sample, results demonstrated key differences from the primary sample. In fact, 80 percent of fathers indicated stress as the biggest problem they face during the first months of paternity. Hereby, stress is related to the baby’s well-being: if the baby is okay, breathing or asleep. Moreover, 70 percent stated that the adaptation to a new routine also constitutes a major problem due to the newness of what being a father represents: “We are never ready. It is a big change that we need to get used to and that also generates new barriers” (Salvador). Likewise, 70 percent of fathers also consider lack of time, translated into the difficulty of managing time properly with all the new habits they have to get familiar with, as a main challenge.

In order to overcome these problems, fathers mentioned to often ask family and friends that are also parents for advice, to give great importance to the dialogue with their partner and to make an effort to better organize their routine, so they could be as supportive and helpful as

possible. 40 percent of fathers claimed to “do nothing because it is a natural process” where the body and mind eventually get used to it and the baby also starts to have fixed schedules, meaning that it is a matter of time until things get better.

According to our findings, fathers perceive postpartum physiotherapy differently, with two main distinct attitudes. On the one hand, 80 percent have heard about it or know someone who did it, but they never tried it because they did not need it as a couple, neither the baby. Since the partum was not difficult, the recovery was fast and smooth. Although these participants did not try it, they perceived it important to help mainly the mother and the baby. On the other hand, 20 percent have tried this kind of service either because the doctor recommended physiotherapy for the baby to correct a problem he was facing at the time, or because their partner took some postpartum physiotherapy classes in order to recover faster from the partum where they also had a chance to participate and learn exercises for the baby. Results also demonstrated that 80 percent of fathers took 30 days of paternity leave, during which they stayed at home taking care of the baby and helping with housework as their main task. Additionally, 30 percent were going out often to run some errands, going to the supermarket or taking a walk with the family.

According to fathers’ statements, their ideal service would be in a health clinic which they consider to be the most comfortable and adequate space for these activities (50 percent). 30 percent mentioned that ideally, they would like to receive this service at home so as not to expose the baby neither the mother to uncomfortable environments. Contrary to our findings on the primary sample, only 20 percent of fathers said they would prefer to receive this service at an outside space, maybe a park or a garden, so they could be in contact with nature. Considering the type of exercises, all the interviewees believe the most appropriate exercises would be the ones designed for the baby, such as massages for the baby’s development, relaxation exercises, breathing exercises, among others. While 50 percent of fathers would

prefer to have postpartum physiotherapy classes in group, 40 percent would rather try it alone with their partner and baby.

4.1.4 Customer Profiles

Based on our findings, we created customer profiles to have a better understanding of *Pós-parto nos Museus'* potential customers, knowing that providing a detailed description of these individuals would be key for identifying important insights related to their lifestyles, needs and wants. Moreover, by creating these profiles, we would be better prepared for giving business-related recommendations in the future, ensuring that these would be aligned to customers' profiles.

For this purpose, we considered the Value Proposition Canvas to be the best framework for creating profiles, given that it would allow us to: (1) uncover not only functional jobs-to-be-done by customers, but also social and emotional ones, (2) understand customers' problems (pains) when wanting to get a job done, which would give us ideas about possible solutions, and (3) identify customers' hidden ambitions and goals (gains), which would allow us to design an *Ideal Service* capable of not only solving problems, but more importantly, creating additional value for its customers.

Thus, regarding the primary target, we found three different customer segments: the *Stay at Home Mom*, the *Active Mom* and the *Busy Mom*. As for the secondary target, a pattern on fathers was recognized, leading to one customer profile: the *Multitasking Dad*.

In relation to new mothers, it was clear that the three profiles previously mentioned shared similar characteristics. For instance, all of them mentioned "taking care of the baby", "doing housework" and "trying to relax and/or practice self-care activities" as important jobs. Moreover, mothers belonging to these profiles suggested seeking similar gains: feeling like good mothers and housewives, spending quality time with their babies, strengthening the mother-baby bond, feeling confident (as mothers and women), maintaining a normal routine,

feeling physically and emotionally healthy, having time to relax and having support from friends/family. Finally, common pains were also identified, such as: struggling to accept body changes, not having time for self-care, feeling tired due to lack of sleep, feeling stressed and emotionally unstable, feeling insecure and having doubts regarding baby care and motherhood, having postpartum-related physical injuries, having difficulty to adapt to the new routine and not having someone to take care of their babies or not feeling confident when someone does it.

On the other hand, there were notable differences among the three profiles. Such differentiating features will be described below:

Stay at Home Moms (9 out of 20) perform merely the three jobs described above and seek the same gains previously mentioned. However, in addition to the common pains already stated, they often have low self-esteem, due to the fact that they do not have time for self-care. Additionally, they feel socially isolated, “locked at home” (because they stay at home most of the time), dependent on others (e.g. their husbands) to go out, and extremely insecure (they often wonder if they are being good mothers). Furthermore, some live far away from the city and/or in a flat without elevator, which makes it difficult for them to go out in terms of logistics.

Active Moms (8 out of 20) try hard to practice self-care and dynamic activities, such as going to the gym, taking postpartum physiotherapy classes, going for a walk with the baby and/or with friends, among others. The specific gains *Active Moms* attempt to achieve are: feeling free (not “locked at home”), feeling socially connected to others and maintaining an active lifestyle. Finally, this segment’s pains are: losing contact with friends, having a passive routine and staying at home (because this type of mother is used to an active lifestyle).

Busy Moms (3 out of 20) represent the segment of mothers that do not complete their maternity leave period since they need to return to work shortly after giving birth. Thus, besides taking care of the baby, doing housework, and trying to relax, *Busy Moms* also work. The particular gains these mothers seek are basically spending more quality time with their babies

and fulfilling their duties as professionals. Conversely, the pains they face are: being apart from their babies once they go back to work, having a tight schedule/limited time to spend with their babies, feeling stressed when bringing their babies to their office and not having enough time to treat postpartum issues correctly.

Multitasking Dads' (10 out of 10) jobs involve taking care of the baby, supporting their partners at home as much as they can, doing housework, running errands (e.g. going to the pharmacy, to the supermarket, among others) and trying to practice hobbies or relax. Usually after one month, *Multitasking Dads* go back to work and, therefore, they need to manage work and family in a different way they did before. As for customer gains, these fathers would like to feel like they are being good dads and supportive partners, spend quality time with their babies and partners, strengthen the father-baby bond, maintain a normal routine, have time to rest and relax and feel "useful". Lastly, this customer segment pains are: not having enough time to relax or practice hobbies, feeling tired due to the lack of sleep, feeling insecure (having doubts regarding baby care and parenthood), feeling stressed, having difficulty to adapt to the new routine, having a tight schedule/limited time to spend with their families and the weakening of the father-baby bond due to the fact that *Multitasking Dads* go back to work shortly after their babies are born.

4.1.5 Conclusions of Study 1

Based on our findings, we can conclude that since mothers spend too much time at home during the maternity leave, they would prefer to avoid a closed space but, at the same time, they want these sessions to be calm and relaxing. Also, mothers definitely value the contact with an experienced physiotherapist and the sharing of doubts and experiences with other mothers. Thus, more than the physical component, the social benefits of having other participants' company is very important to motivate them and fight the feeling of being alone. Whereas, the ideal service for fathers would be in a health clinic -a closed space- since these

privilege comfort above contact with nature, or at home having individual sessions. Also, the exercises would not be focused on the mother but only on the baby. Moreover, mothers are the ones that engage on social media in order to share experiences and learn from other mothers. When having doubts, they also search for information in maternity blogs/forums or they ask to health professionals for advice. On the contrary, fathers prefer to ask questions/doubts to their friends and family rather than doctors. Finally, fathers rarely search for information online, and unlike mothers, they do not engage on social media (e.g. on Facebook groups) the way mothers do about their maternity experience.

4.2 Study 2: Evaluating *Pós-parto nos Museus* among the potential target

4.2.1 Methodology

To meet the goals of study 2, we relied on a quantitative approach. We used questionnaires to conduct this type of research, since they allow respondents to answer the same set of questions, which translates into an efficient way of collecting responses from a large sample in an economical way. Moreover, the data obtained by using a questionnaire can be standardized, allowing easy comparison and the opportunity to detect possible relationships between variables (Saunders, 2009). Specifically, we used self-administered/Internet-mediated questionnaires to conduct the quantitative research, due to two main reasons. On the one hand, respondents to self-administered questionnaires are relatively unlikely to answer to please the interviewer or because they believe certain responses are more desirable. On the other hand, Internet-mediated questionnaires enable to contact difficult-to-access groups (Saunders, 2009).

With that said, we designed a self-administered/Internet-mediated questionnaire, consisting of fifteen questions, of which eleven were closed-ended and four were open-ended. Before presenting these questions, we included one that worked as a filter to identify parents on their parental leave and provided a brief description of *Pós-parto nos Museus*, so that respondents could answer based on information previously presented to them. In general,

participants took approximately 4 minutes to answer this questionnaire that covered the following topics: (1) respondents' interest in the service, (2) their willingness to pay, (3) their preferences regarding sessions' company and format, (4) the benefits they could perceive in the service, (5) the reasons why they would not choose the service, (6) their behaviors regarding postpartum activities and, specifically, postpartum physiotherapy (e.g. which postpartum activities they practiced and where), (7) their preferences in relation to information channels (e.g. where they looked for information about postpartum activities), (8) their behaviors respecting visiting museums, (9) their personal recommendations to improve the service and (10) their demographic attributes.

4.2.2 Sampling and Research Tools

To conduct this study, we implemented the purposive sampling technique, which enables researchers to select cases that will best help them to answer their research question(s) and to meet their objectives (Saunders, 2009). For the purpose of this research, only parents in their parental leave located in Portugal were chosen to answer the questionnaire (Appendix 5). To meet this criterion, we included a question in the survey to identify parents in their parental leave. Moreover, we relied on location data to guarantee that respondents were located in Portugal. In addition to a purposive sampling technique, we also used a convenience one, given that we recruited potential participants through various Facebook parenthood pages, where members were invited to answer an online survey by clicking on a link. A total of 140 parents between 20 and 45 years old participated in this study. Out of these respondents, 100 are mothers and 40 are fathers.

4.2.3 Results

Out of the 140 responses collected, 71 percent were from mothers (n=100) and 29 percent from fathers (n=40), which indicates a higher female participation in Facebook Groups related to parenthood. As for the age, 85 percent of the total respondents was represented by

three age ranges: (1) 25-30, (2) 30-35 and (3) 35-40, which indicates that most of the new parents who participated in this study were between 25 to 40 years old (Table 1). Although, 82 percent of mothers and 93 percent of fathers were represented by the same three age ranges previously mentioned, the most representative group of mothers included individuals between 25-30 years old (n=32), whereas the most numerous one of fathers comprised respondents between 30-35 years old (n=16) (Table 2).

In relation to *Pós-parto nos Museus*, 86 percent of the total of interviewed mothers and 70 percent of the total of interviewed fathers claimed that they would like to participate in the program. In both groups, more than 80 percent of interested participants (81 percent for mothers and 93 percent for fathers) belonged to three age ranges: (1) 25-30, (2) 30-35 and (3) 35-40 (Table 3).

Even though these parents showed interest in *Pós-parto nos Museus*, 17 percent of them indicated that museums were not the most appropriate spaces for receiving postpartum physiotherapy treatments (Table 4), which was the main reason why parents (mostly fathers) who did not show initial interest in the program, would not participate in it (Table 5). 50 percent of this last group indicated that museums were not adequate (Table 5), mainly because they tend to be open and public spaces where lack of privacy, protective measures for babies and/or accessibility issues can be a concern. Moreover, 64 percent of the parents interested in participating in the program had not visited any museum during the last year (Table 6), which shows that more than half of the group of potential customers may not be interested in visiting museums.

Regarding the willingness to pay, 58 percent of the parents interested in *Pós-parto nos Museus* would be willing to pay between 10€ and 15€ for participating in the activity (Table 7). As for the company, 66 percent respondents interested in the program stated that they would like to attend the sessions with their partners and their babies (Table 8), which indicates that

these participants value activities that help them create/strengthen bonds with their families and/or spend time with them. Lastly, 56 percent of the respondents who would participate in *Pós-parto nos Museus* showed preference for group sessions of less than 10 participants (Table 9). Nevertheless, it is important to mention that a large number of fathers were also inclined for individualized sessions, rather than group ones.

As to the motives why parents would not be willing to participate in *Pós-parto nos Museus*, the two main reasons stated by the total of participants (n=140) were the following: moving from one place to another with the baby can be difficult in terms of logistics and accessibility and not having where to leave the baby during the sessions. While 28 percent of the total of interested parents in *Pós-parto nos Museus* opted for the first option, 27 percent mentioned the second one (Figure 2). In order to attract future customers and offer them a service capable of meeting their needs, these issues must be taken into consideration.

Reasons for Not Participating in <i>Pós-parto nos Museus</i>	Frequency (Mother)	Frequency (Father)	Total	%
Mobility is difficult in terms of logistics and accessibility	24	15	39	28%
Not having where to leave the baby during the session	32	6	38	27%
Museums are not the best space for this activity	15	17	32	23%
Not having availability in terms of time	16	13	29	21%
Not being willing to spend money on postpartum physiotherapy	20	7	27	19%

Figure 2 - Reasons for Not Participating in *Pós-parto nos Museus*

With respect to the benefits that parents interested in *Pós-parto nos Museus* perceived in the service, results varied according to participants' roles, as shown in Figures 3 and 4:

Perceived Benefits in <i>Pós-parto nos Museus</i>	Frequency	%
Improve physical and mental health	66	77%
Learn exercises that can be repeated at home	52	60%
Improve baby's health	47	55%
Share experiences with other participants	38	44%
Improve posture and physical appearance	37	43%
Have contact with a physiotherapist	21	24%
Have contact with the outside	17	20%
Spend time with the family	16	19%
Enrich cultural knowledge	14	16%
Enjoy the museum's installations and services	5	6%

Figure 3 - Perceived Benefits by Mothers Interested in Pós-parto nos Museus

Perceived Benefits in <i>Pós-parto nos Museus</i>	Frequency	%
Improve baby's health	19	68%
Have contact with a physiotherapist	17	61%
Learn exercises that can be repeated at home	16	57%
Spend time with the family	14	50%
Improve physical and mental health	13	46%
Share experiences with other participants	7	25%
Improve posture and physical appearance	6	21%
Have contact with the outside	4	14%
Enrich cultural knowledge	4	14%
Enjoy the museum's installations and services	1	4%

Figure 4 - Perceived Benefits by Fathers Interested in Pós-parto nos Museus

All in all, although mothers and fathers identified similar benefits, mothers gave more relevance to the social dimension of the service, since they listed “sharing experiences with other participants” as an important benefit for them. Similarly, they were also more concerned than fathers about their physical appearance, which is directly related to the fact that women tend to gain weight during pregnancy as they experience major body changes. Conversely, fathers showed more preference for benefits associated to having contact with an experienced physiotherapist and to spending time with their families, which indicates that they are interested in acquiring knowledge and/or having opportunities to better bond with their families. It is important to mention that both mothers and fathers listed the benefits directly related to museums (“enrich cultural knowledge” and “enjoy the museum’s installations and services”) as the least attractive ones (Figures 3 and 4), which indicates that most parents were interested

in *Pós-parto nos Museus* because of the opportunity it presents to receive physiotherapy treatments, rather than because they were interested in visiting museums.

In relation to postpartum activities, 37 percent indicated to have practiced postpartum activities. Within this group, in which 89 percent of the participants were between 25-40 years old (Table 10), 43 percent took postpartum classes at health centers and 14 percent received postpartum physiotherapy treatments (Table 11). Moreover, 75 percent of the mothers who participated in postpartum classes also tried postpartum physiotherapy, since taking the course gave them access to acquire the service. Finally, 58 percent of these mothers were between 35-40 years old (Table 12). All in all, only 17 percent of the total interviewed mothers tried postpartum physiotherapy. Within this group, the majority of women were aged 35-40 (Table 13). Additionally, 82 percent of these mothers received postpartum physiotherapy at health centers (Table 14), which could be explained by the fact that health centers provide services, such as postpartum physiotherapy and massages for the baby, for free. Lastly, 59 percent of the total mothers who practiced postpartum activities, turned to health professionals to receive information about them beforehand (Table 15). This can be due to the fact that mothers, especially new ones, strongly rely on professionals' advice since they consider them both knowledgeable and trustworthy.

Finally, it is important to mention that, when giving recommendations regarding *Pós-parto nos Museus*, several participants mentioned not finding a direct association between postpartum physiotherapy services and museums.

5. Addressing the *Ideal Service* for Customers

Given that new mothers (Appendix 7) and fathers (Appendix 8) have similar jobs, gains and pains, their profiles were merged, giving birth to a new one: New Parents (Figure 5). This new customer profile served as the basis to build the Value Map, allowing us to identify the *Ideal Service* for New Parents.

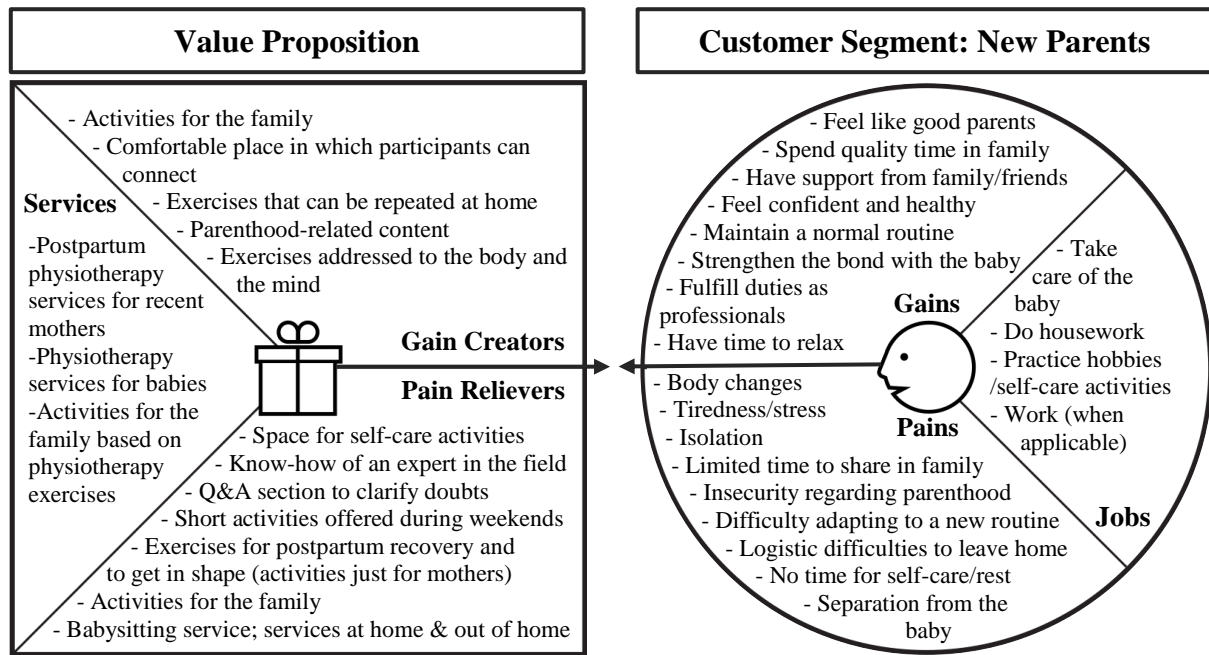


Figure 5 - Value Proposition Canvas for New Parents

Thus, the ideal postpartum physiotherapy service for this profile would consist in one that supports families by helping them to adapt to the changes appearing during the postpartum and early parenthood periods, with the aim of assisting mothers throughout their recovery process, providing tools so parents can feel confident playing their new roles and ensuring babies' well-being.

To begin with, an initial overall assessment would take place, in order to identify what each customer needs. Regarding new mothers wishing to recover from their partum, the physiotherapy services provided would be: (1) aesthetic treatments: specifically, Lymphatic drainage, (2) postpartum recovery exercises designed for mothers from the second month of postpartum onwards: to strengthen the pelvic, abdominal and lumbar muscles, (3) relaxation exercises: such as Mindfulness or Meditation and (4) an optional section devoted to Q&A: which would allow mothers to clarify doubts after each session. We considered important to include the activities previously mentioned, taking into consideration the insights identified in both the interviews and the questionnaires. According to such insights, new mothers do not have time to practice self-care activities, struggle with body changes and would like to feel

more confident, which is why we suggested an aesthetic treatment. Moreover, they need to heal from physical injuries that appear as a consequence of the partum, which is the reason why postpartum recovery activities are crucial. Furthermore, all the interviewed mothers mentioned feeling stressed and wanting to relax. Thus, Mindfulness or Meditation sessions would be appropriate for them to achieve this goal. Likewise, because several mothers manifested in the interviews that they needed time just for themselves now and then, these activities would be designed for them to attend without their babies. Finally, since mothers also stated feeling insecure because of having doubts in respect to baby care and motherhood, a Q&A section would act as a pain reliever.

Regarding physiotherapy treatments addressed to babies, the *Ideal Service* would encompass three different options: (1) baby massage, (2) respiratory exercises and (3) relaxation exercises. Not only these are the common treatments offered by competitors, but also the ones parents would like to have access to and learn about. It is extremely important to mention that, in order for parents, and especially those who work, to be able to strengthen their bond with their babies and spend quality time with them and their families, the activities mentioned above would include either one parent or both of them. Once more, a Q&A section after each session would give parents the possibility to clear doubts.

In addition to physiotherapy treatments, the *Ideal Service* would have complementary ones, whose main goal would be to offer parents guidance and support during early parenthood. Therefore, on the one hand, group workshops related to baby care and parenthood could act as pain relievers and gain creators, by giving this target the chance of sharing experiences with other participants and learning from an expert, which would give them the confidence they need to fulfil their roles as parents. On the other hand, a babysitting service would be optimal, since it would allow mothers to attend the sessions without their babies, without feeling worried about them.

It is also important to mention the *Ideal Service* would give customers the freedom and flexibility to buy sessions and activities separately, in case they want to attend a specific one, or in pack, in case they are interested in all of them.

As to the sessions, they would have an ideal price ranging from 10€ to 15€ (Table 7) and a duration of one hour maximum, taking into consideration that parents mentioned time restrictions and tight schedules as big pains. Thus, short sessions would be ideal to relieve such pains. Additionally, these sessions would be offered preferably in the afternoon, since parents (and especially mothers) indicated that it is easier for them to organize the day and things at home during the morning. Furthermore, in order for those parents who work to be able to attend some sessions, the *Ideal Service* would offer baby-related treatments and parenthood and baby care workshops during the weekends.

In respect to the sessions' format, an ideal postpartum physiotherapy service would offer sessions in a group format. Given that new parents, and especially mothers, can feel isolated when spending too much time at home, as well as insecure and full of doubts regarding parenthood and baby care, a group format would be optimal to promote socializing and sharing experiences with other participants. However, since having an individualized attention to clarify particular doubts and ensuring an optimal guidance during the exercises are also gains that parents aim, the ideal group would be small and would have maximum ten participants.

Finally, regarding place and location, the *Ideal Service* would be offered in a garden or a park, since parents, and especially mothers, who spend too much time at home mentioned that they would like to be in contact with the outside and with nature. If the weather does not allow sessions to be held outside, a well-equipped room with natural light and decoration that evokes nature would be appropriate. In either case, the company would provide all the necessary equipment for the activities, so that participants would not have to worry about it. Moreover, installations would need to be accessible and suitable for babies, meaning that they

would meet basic requirements, such as having a parking lot nearby, adequate changing rooms and an elevator, in case participants bring strollers. More importantly, the space would need to be relaxing, comforting and private.

6. Communication Strategy

6.1 Competitors' Analysis: Online Communication

Once again, in order to have a reference on how competitors are communicating their service and approaching customers online, we conducted a brief analysis that summarizes the main characteristics of their online ecosystem (Figure 6).

Service	Communication Pillars	Target	Website	Facebook	Instagram	YouTube
Centros de Saúde	N/A	Pregnant women, New Mothers	N/A	N/A	N/A	N/A
Fisioterapia Mães e Filhos	Focus: Mother's Health and Service benefits	Pregnant women, New mothers and Baby	-Activities description & Benefits -Articles & Publications -Partnerships -Testimonials	4,190 Likes	5,218 Followers	N/A
Centro Pré & Pós Parto	Focus: The different Courses and Activities	Pregnant women, New mothers and Parents, Baby	-Activities description -Online Agenda -Testimonials -Team -Photo Gallery (infrastructures and past courses/ activities) -Partnerships	18,845 Likes	2,726 Followers	106 Subscribers 20 Videos 38,084 Views

Instituto 4Life	Focus: On the service and its benefits; Team expertise	Pregnant women, New mothers, Parents, Baby and Grandparents	-Activities description & Benefits -Team -Lack of Testimonials -Social Responsibility -Partnerships -Well-structured	10,771 Likes	528 Followers	1 Subscriber 13 Videos (not updated)
Graça Lucena Physiotherapy	Focus: On the service and its benefits; Graça Lucena's expertise	Pregnant women, New mothers, Parents, Elderly people	-Outdated agenda -Activities description -Testimonials -Team	880 Likes	N/A	N/A

Figure 6 - Communication Benchmark

Three of the four competitors analyzed -Fisioterapia Mães e Filhos, Centro Pré & Pós Parto and Instituto 4Life- communicate clearly to consumers: their websites are well organized and contain the important information about the service. Moreover, they make use of social media to engage with the target audience, specially of Facebook and with less frequency of Instagram too. Contrary to them, Graça Lucena Physiotherapy lacks a coherent communication strategy. From the comparative table above, one can understand this is the brand investing least in communication and content creation, hence, it has a low fan base on social media and, consequently, low awareness in the market. Although the analyzed competitors' core services are pre and postpartum related, Graça Lucena Physiotherapy offers a wide range of services whose communication on the Website is confusing, and in some cases, outdated. Centro Pré & Pós Parto is the brand that performs better on Facebook: the page is active and updated on a daily basis. In fact, courses at health centers are not advertised online, instead, its communication is done offline because most mothers have medical appointments there during pregnancy, so they end up knowing the service.

6.2. Recommended Communication Strategy - Online

A communication strategy is crucial for a business success, as it helps any organization achieve its business goals. In fact, Graça Lucena Physiotherapy needs to promote its brand value, so consumers can have a perception of what the business is. It was understood that not only does *Pós-parto nos Museus* needs recommendations on how to reach customers through communication, but so does the brand. Consequently, this strategy is a suggestion of what Graça Lucena Physiotherapy could implement in terms of communication to create and establish meaningful relationships with its target audience. Hence, these recommendations follow a more direct approach by focusing only on what is considered crucial for the business success.

Initially, Graça Lucena was relying on museums' website as a communication channel that would generate awareness among the target. However, study 2 has shown that the majority of participants that were interested in the service did not visit museums during 2018. Taking this insight into consideration, we can conclude that if the potential target does not visit museums often, it may also not visit museums' websites, which does not make them the ideal channel for communicating the service. Moreover, some participants mentioned not finding a direct association between postpartum physiotherapy services and museums and, therefore, we can infer that the target would not search for such services in museums' channels. Finally, the brand should use a combination of online and offline techniques to have greater impact.

6.2.1. Facebook

a) Target Audience:

Graça Lucena Physiotherapy should focus on a specific target audience: pregnant women and new mothers that live in Lisbon, aged between 20-45 years old and interested in topics such as “maternity”, “physiotherapy”, “postpartum activities”, “babies’ development”, “physical health and appearance” and “group classes”.

b) Tone of Communication and Themes:

From study 2, we understood that mothers spend time online checking their social media, searching for information about maternity and interacting with other mothers on Facebook groups. Thus, adopting an informal and friendly communication tone is essential to engage with the target audience, as it stimulates positive feelings towards the brand, conversation and interaction. Likewise, it is crucial to update the page frequently and encompass different topics. We suggest a content planification based on the following themes: information about the brand, information about the *Pós-parto nos Museus* and other activities provided by Graça Lucena, physiotherapy tips and advices and, finally, testimonials and real stories.

Furthermore, study 2 has shown that the top benefits perceived about *Pós-parto nos Museus* are the improvement of physical and mental health, the learning of exercises that can be repeated at home, the improvement of the baby's health and to spend quality time with the respective family (Figures 3 and 4), making these essential touch points to emphasize when communicating the service.

Phase 1

As stated before, the brand Graça Lucena Physiotherapy already has a Facebook page. However, this needs to be optimized so that the service *Pós-parto nos Museus* can be further promoted on the current page. Therefore, the first phase main objectives would be (1) to create content -three/four organic posts concerning what the brand is about- to update the Facebook page and (2) focus on increasing the number of fans through Page Likes in order to create engagement, followed by awareness. Before doing so, we suggest creating a profile on Business Manager, which is a tool that allows to advertise on Facebook in a more effective way. With Business Manager, one can optimize the campaign by segmenting accordingly to a

specific target, choosing the type of campaign based on the objectives and, equally important, investing more efficiently.

Hereby, to gain Page Likes, we propose to set a “Pre-release Campaign” approximately two months before the announcement of *Pós-parto nos Museus* by promoting one post about the brand during one month, as it will allow to grow and achieve a solid fan base. On such promotion, and because this is an initial phase, we would recommend investing roughly 250€. Afterwards, one could have a Teaser Post about what is coming next -*Pós-parto nos Museus*- just to raise curiosity among followers.

Phase 2

On a second phase, when launching the *Pós-parto nos Museus* in the market, it is key to create awareness but also to generate clicks to the website, where potential customers can have access to all the information about the courses available and ultimately get enrolled. These objectives can be met once again through promoted posts on Facebook: (1) one post about the service (explaining what is *Pós-parto nos Museus*), which would be a Reach Post and (2) one Post Link directing users to the website’s landing page dedicated to *Pós-parto nos Museus*. On this phase it is essential to promote the posts once per week, for one month, but taking into consideration that the page should also have organic content to keep it as updated and engaging as possible. With these objectives, it would be appropriate to invest 20€ per week in order to generate good campaign results. Moreover, another recommendation to accomplish the second aforementioned objective for this phase is to invest on Google Ads, namely on the Smart Campaigns solution designed specifically for small business where the campaigns are almost entirely automated according to the advertiser’s goals, thus, simplifying the process and delivering better results when showing the ad to the right audience. With Smart Campaigns the advertiser only pays for the actual clicks that the ad receives.

Phase 3

Additionally, it is important to strengthen the relationship with the target audience and constantly engage with it, which is a continuous work. This can be done through monthly contests and informal quizzes, tips and advices, testimonials, post questions and fill-in-the-blanks among others. Not all posts have to be promoted, but in general we recommended to promote at least one post per month and let the rest to be organic.

6.2.2. LinkedIn

Graça Lucena already has a profile on LinkedIn. In truth, this is a vital channel to build credibility and trust around the brand and, more importantly, on the person of Graça Lucena which is the brand's face. Therefore, capitalizing on the existent profile as a way of delivering organic content adds value in the overall communication strategy. Hereby, the objectives are related to the broaden of the existent professional network by connecting with other health professionals and companies operating in the health market. Furthermore, sharing information regarding the brand and *Pós-parto nos Museus* helps increasing awareness towards the service. Likewise, content on this platform would be related to scientific articles, testimonials, other projects where Graça is involved (such as Connect to Success) and many others following this professional approach.

6.3. Recommended Communication Strategy - Offline

When implemented together, offline and online marketing techniques can support and amplify one another, creating a unified strategy (Harr, 2018) and this case is no exception. In fact, Graça Lucena Physiotherapy could establish partnerships with other services that complement with *Pós-parto nos Museus* and create greater value for the customer.

In this line of thought, a suggestion could be to partner with OVO, a service that provides babywearing consulting, breastfeeding support and individual guidance (emotional, physical and informative) to pregnant women and new mothers. Hereby, customers from either company could have access to a discount voucher when acquiring a service from the partner.

Furthermore, a different type of partnerships could be established with larger companies where Graça Lucena could provide workshops throughout the year related to parenthood and baby care. We believe that this initiative would not only raise awareness towards *Pós-parto nos Museus* but also increase the number of participants, by giving them an opportunity to try the service activities' beforehand and to trust Graça Lucena's expertise. Lastly, a Pilot Test in a museum dedicated to one of the three programs covered by *Pós-parto nos Museus* would also help generating awareness and be a moment to gather new testimonials and pictures for further use on the Facebook Page.

7. General Recommendations for *Pós-parto nos Museus*

By designing the *Ideal Service* based on the gathered research insights, we had a perception of what matters most to the target and how to meet their needs. Having this into consideration, this chapter aims to answer the question “How can *Pós-parto nos Museus* be improved?” in order deliver greater value to customers. Therefore, there are parts of the current service that are suggested to be modified because these are not in line with the target's preferences and others that would be maintained as they are key for *Pós-parto nos Museus* success.

Activities

We suggest that *Pós-parto nos Museus* maintains the three proposed programs, however, with minor changes. Firstly, Posture and Physical Shape, as well as Relaxation and Meditation programs are targeting new mothers who can bring the babies with them to the sessions. In fact, this is not believed to be beneficial because by bringing the babies with them, mothers tend to be concerned about the baby and less focused on the exercises. Therefore, these two programs should be for mothers only.

Secondly, Baby massage and Development exercises could allow parents' participation (mother and/or father) and not be restricted to only for one of them as the current program

states. Depending on the preference or availability, parents could go together or not, leaving it as a choice to them. Furthermore, we recommend including relaxation exercises, thus, differentiating from competitors and also meeting parents' needs.

Finally, we believe that another way to broaden the number of potential customers would be to establish partnerships with companies, so that these would cover (fully or partially) their female employees' postpartum recovery treatments.

Optional Activities

We consider that a Q&A section after each class is essential to clarify doubts and interact with other participants. However, this could be optional allowing mothers to leave earlier or to stay after the exercises and attend the Q&A time. Additionally, as mentioned in the *Ideal Service*, monthly thematic workshops related to parenthood and baby care would add superior value for parents. Both of these activities are not contemplated in the current activities' plan and would be introduced as new activities.

Moreover, instead of having the guided museum tour as one of the main activities of *Pós-parto nos Museus*, we suggest that this becomes an optional activity for parents who are in fact interested in visiting the museum. The same applies to having lunch in the museum's cafeteria and to the walks in the park afterwards, which were already considered optional activities and would be maintained as such. As revealed in study 2, these activities are not perceived as top benefits (Figures 3 and 4).

Optional Services

Another way of improving the service would be to have Babysitting available during the sessions for mothers, so they can practice the activities without the babies, but knowing, at the same time, that these are close and being taken care of.

Duration

Pós-parto nos Museus sessions are intended to last 2 hours (guided tour and exercises), plus the time for having lunch and/or taking a walk in the museum's park. Based on our findings, we consider this to be longer than what customers would like. Therefore, we suggest that each session takes around 60 minutes, followed by 30 minutes for the optional Q&A section. Given that generally mothers occupy themselves with house and baby duties in the morning, their sessions could take place during the afternoon (e.g. 15:00h-16:30h) and not only during mornings as planned initially. Furthermore, activities for families which are planned to happen on Tuesday mornings, could be rescheduled for weekends, allowing parents that already work to attend and actively participate in the session.

Price

If museums buy the service from Graça Lucena Physiotherapy, they are the ones setting the final price to the consumer. In case a price is charged, the ideal one would range between 10€ to 15€ per session and per workshop. Participants could choose to buy only one session or the “Trilogy Pack” to attend the three different programs.

Format

We propose that the programs designed for mothers maintain the initial requirement of participation only after completed one month of delivery. Likewise, groups should also be kept small, with a maximum 10 participants.

Place

Whenever the weather allows, activities could be practiced in the museums' garden, instead of a closed room. If not possible, then a well-equipped room with natural light is also believed to be appropriate, meaning that museums would provide all the necessary equipment. Knowing that the decoration cannot be modified but the target has a clear preference towards natural elements and contact with nature, we suggest recreating a similar environment by having background music with nature sounds (e.g. birds and sea sounds).

Additionally, it is important to meet two conditions. Firstly, ensure the environment is relaxing, comfortable and private, meaning that museums' visitors would not be in direct contact with the participants. Secondly, when partnering with a museum, Graça Lucena should have into consideration that it is accessible and suitable for parents to bring their babies by having a parking lot nearby, changing rooms for babies, it is adequate for strollers, have an elevator if needed and the option to regulate the room's temperature (e.g. if it's too cold, babies can get sick).

8. Conclusions

The results of our research support some of the main assumptions of *Pós-parto nos Museus*. However, our findings also revealed some important aspects that could be addressed in the future development of the project. Moreover, the present work proposes some recommendations that might improve the potential service's attributes by aligning them to customers' preferences and expectations. Lastly, the presented communication strategy aims to be a guide for unifying a cross-channel approach that could, ultimately, generate brand awareness, create engagement and attract customers.

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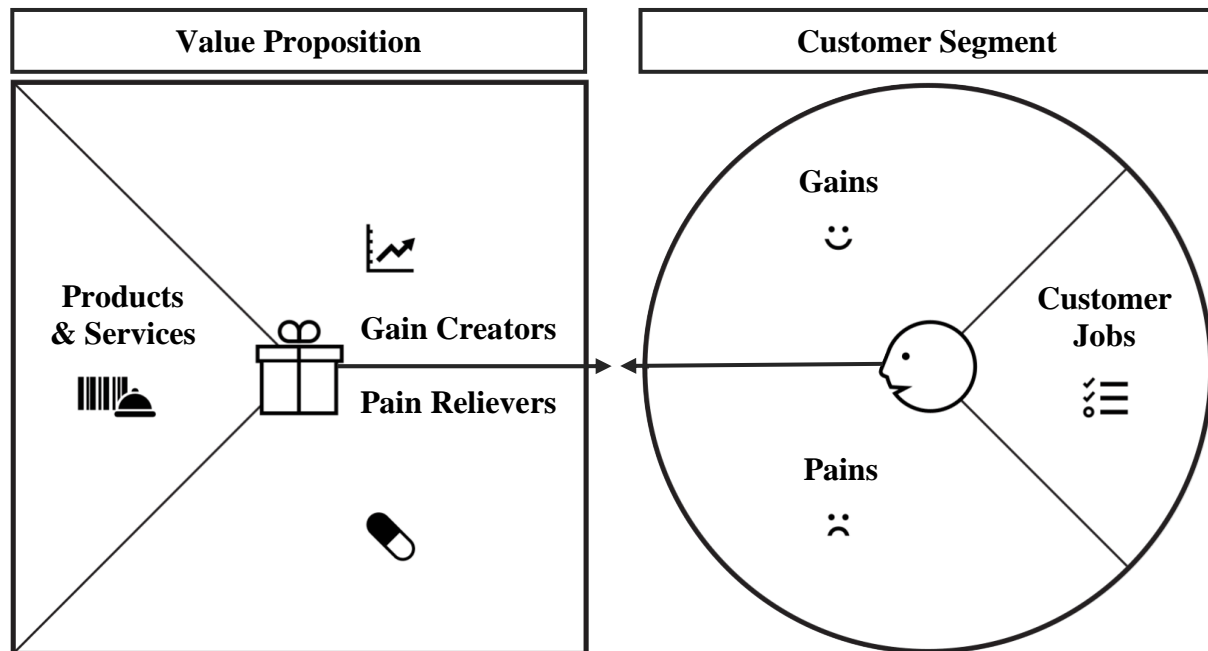
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Appendix 1 - Competitors' Analysis

Characteristics	Centros de Saúde	Fisioterapia Mães&Filhos	Centro Pré & Pós Parto	Instituto 4Life	Graça Lucena Physiotherapy
Value Proposition	-Provide free assistance and support to mothers during their pre and postpartum period, with the objective of ensuring their babies' well-being and their own	-Offer mothers all they need during early motherhood to ensure their children's well-being and their own, by providing both physiotherapy and aesthetic treatments in the comfort of their home 7 days a week	-Help families enjoy early parenthood, by preparing them to face the challenges related to this stage, in order for them to feel confident playing their role as new parents	-Promote maternal and child care, ensuring the couple a guided accompaniment during the pre and the postpartum period up to the child's first year of age	-Meet mothers' and babies' needs during the parental leave period, to reduce postpartum depression and give family members the chance to connect with each other by participating in activities that combine both health and culture
Target	-Mothers -Babies	-Mothers -Babies	-Mothers -Babies -Fathers	-Mothers -Babies -Fathers -Grandparents	-Mothers -Babies -Fathers
Postpartum Physiotherapy Services for Mothers	-Postpartum recovery group classes / exercises with a physiotherapist *Duration: 50min	-Treatment of postpartum-related injuries (e.g. sciatica, back pain, and wrist tendonitis) -Lymphatic drainage -Prevention and treatment of urinary incontinence	-Perineal assessment and rehabilitation -Lymphatic drainage -Scar massage	-Relaxation massage -Urinary incontinence and pelvic instability assessment -Lymphatic drainage	-Posture and physical shape exercises (mother and baby)
Special Postpartum Recovery Programs	N/A	N/A	-Postpartum recovery program: Postpartum recovery exercises, free access to workshops, babysitting service (done by a nurse and a babysitter) and changing room for the baby *Duration: 50min *Frequency: 3 times per week	-Group or individualized physiotherapy program (with or without babies): Initial assessment and exercises to strengthen muscles (pelvic, abdominal and lumbar) *Duration: 1 month minimum *Frequency: Twice a week *Price: 60€ per month	N/A

Additional Postpartum Services for Mothers	-Postpartum group course with a nurse (theoretical and practical) *Duration: 3 months / 50min each session *Frequency: Twice a week -Parenthood course *Frequency: Once a week *Duration: 50min -Breastfeeding corner	-Aesthetic treatments (e.g. mesotherapy and cellulite massage) -Clinical Pilates and gymnastics *From 35€ per session	-Osteopathy -Group workshops (e.g. walks in parks, dance sessions and nutrition classes) *Price: 15€ for customers not doing the postpartum program *Duration: 60min -Psychological services -Babysitting service	-Nutritional assessment -Breastfeeding support -Osteopathy	-Relaxation and meditation (mother / father and baby)
Physiotherapy Services for Babies	-Baby massage	-Respiratory therapy -Baby massage -Treatments for torticollis and neuromotor development	-Respiratory therapy	-Respiratory therapy -Baby massage	-Baby massage and infant development (baby and mother / father)
Additional Services for Babies		N/A	-Osteopathy -Pediatrics -Nurse at home	-Medical examinations	N/A
Additional Services for Parents	N/A	N/A	-Support groups (with other parents) related to breastfeeding and parenthood	-Group workshops related to baby care *Duration: 1-3 hours	-Walks in museums' gardens -Lunch with other participants
Additional Services for Grandparents	N/A	N/A	N/A	-Group workshops about baby care *Price: 60€ for 1 grandparent / 100€ for two *Duration: 60min	N/A
Space / Location	-Well-equipped rooms -At Centros de Saúde	-Well-equipped rooms -At clinics or service at home	-Well-equipped rooms -Next to a hospital	-Well-equipped rooms	-Well equipped rooms -At museums
Partners		-Clinics -Photography companies -Educational institutions *Customers have access to discounts when buying from partners	-Cells banking -Libraries -Pharmacies -Photography companies -Healthy food brands -Kids companies -Gyms	-Gyms -Educational institutions -Medical associations -Banks -Aesthetic centers -Baby care companies	-Museums

Appendix 2 - The Value Proposition Canvas



Appendix 3 - Pre-recruiting Questionnaire

Filter 1:

Are you a mother/father of a baby with 24 months or less?

A. Yes

B. No

If Yes, go to filter 2

If No, stop the interview

Filter 2:

Do you live in Portugal for at least 5 years?

A. Yes

B. No

If Yes, go to filter 3

If No, stop the interview

Filter 3:

Are you available for an interview?

A. Yes

B. No

If Yes, start in-depth semi structured interview

If No, stop the interview

Appendix 4 - Interview Guide

Primary Sample

Demographic filters:

Mothers on their maternity leave/or with children up to 2 years old & living in Portugal for more than 5 years.

Warm-up:

“Good morning/afternoon/evening. My name is _____ and I am currently doing my Master Thesis at the NOVA - School of Business and Economics. My colleague and I are developing a research project regarding postpartum physiotherapy services, which is why I am interviewing you today. For this purpose, I am going to use the semi-structured interviews’ method, meaning that I will ask you questions about the aforementioned subject. There are no right or wrong answers, so please feel free to say whatever comes to your mind. Moreover, for the purpose of analyzing the interviews later, I need to record our conversation, which will last around one hour. Would that be okay with you? Please know that your answers will still remain anonymous.”

Questions:

- 1) After giving birth, what were the main problems you faced?
- 2) What did you do to overcome these problems?
- 3) What is your opinion about postpartum physiotherapy?
- 4) How did/ do you spend your time during the maternity leave?
- 5) Imagine you are looking for postpartum physiotherapy services. Can you please describe the ideal service (place, environment, type of treatments, among other characteristics)?

Research Objectives:

- Understand the target’s habits and preferences during the postpartum period.
- Understand the target’s problems and needs during the postpartum period.
- What do consumers like or dislike about postpartum physiotherapy.
- What do consumers expect from a postpartum physiotherapy service.
- Which channels do consumers use to look for information.

Secondary Sample

Demographic filters:

Fathers with newborns or children up to 2 years old & living in Portugal for more than 5 years.

Warm-up:

“Good morning/afternoon/evening. My name is _____ and I am currently doing my Master Thesis at the NOVA - School of Business and Economics. My colleague and I are developing a research project regarding postpartum physiotherapy services, which is why I am interviewing you today. For this purpose, I am going to use the semi-structured interviews’ method, meaning that I will ask you questions about the aforementioned subject. There are no right or wrong answers, so please feel free to say whatever comes to your mind. Moreover, for the purpose of analyzing the interviews later, I need to record our conversation, which will last around one hour. Would that be okay with you? Please know that your answers will still remain anonymous.”

Questions:

- 1) What were the main problems you faced during the first months of fatherhood?
- 2) What did you do to overcome these problems?
- 3) What is your opinion about postpartum physiotherapy?
- 4) How did/ do you spend your time during the paternity leave?
- 5) Imagine you are looking for postpartum physiotherapy services for your partner and / or baby. Can you please describe the ideal service (place, environment, type of treatments, among other characteristics)?

Research Objectives:

- Understand the target's habits and preferences during the postpartum period.
- Understand the target's problems and needs during the postpartum period.
- What do consumers like or dislike about postpartum physiotherapy.
- What do consumers expect from a postpartum physiotherapy service.
- Which channels do consumers use to look for information.

Appendix 5 - Questionnaire**Introduction:**

Dear Madam/Sir,

Thank you for taking your time to answer this survey, which is essential to complete our Master Thesis and identify recent parents' preferences and expectations regarding *Pós-parto nos Museus*, a new service created by Graça Lucena Physiotherapy, which aims to be launched next year in Portugal.

- Gabriela and Mariana -

Filter 1:

Are you on parental leave?

A. Yes

B. No

If Yes, go to question 1

If No, stop the interview

Questions:

1) *Pós-parto nos Museus* is a service addressed to recent parents on parental leave, developed by Graça Lucena Physiotherapy, a Portuguese company providing physiotherapy services in the fields of leisure, tourism, education and consulting.

Broadly speaking, *Pós-parto nos Museus* would offer participants a 1-hour exclusive guided tour to a museum, followed by a postpartum physiotherapy session in one of the museum's rooms. The three programs that would be offered, would be: (1) Posture and Physical Shape, (2) Baby Massage and Development and (3) Relaxation and Meditation. Moreover, each session would have a duration of 1 hour and participants would have the possibility to walk in the museum's gardens or have lunch with other participants at the end of each session. All in all, the whole activity would have an average duration of one morning.

Would you be interested in this service?

A. Yes

B. No

2) How much would you be willing to pay for one session?

- A. Less than 10€
 - B. Between 10€ and 15€
 - C. Between 15€ and 20€
 - D. Up to 25€
- 3) With whom would you like to participate in the aforementioned activities?
- A. With your baby
 - B. Alone
 - C. With your partner
 - D. With your baby and your partner
- 4) Would it be attractive for you to receive this service in a group format?
- A. Yes, but in a group with less than 10 participants and 1 physiotherapist
 - B. Yes, a group of 10 participants and 1 physiotherapist would be adequate
 - C. No, I would prefer to receive an individualized session
- 5) What benefits you can identify in *Pós-parto nos Museus'* service?
- You can select more than one option:
- A. Improve your physical and mental health
 - B. Improve your baby's health
 - C. Improve your posture and physical appearance
 - D. Enrich your cultural knowledge
 - E. Socialize and share experiences with other parents
 - F. Have direct contact with an experienced physiotherapist
 - G. Have contact with the outside, given that you spend too much time at home
 - H. Spend time with your family in a different environment
 - I. Learn exercises that can be repeated at home
 - J. Have the possibility to walk in the museum's gardens and have lunch with other participants
- 6) Is there any reason why you would not choose this service?
- You can select more than one option:
- A. You are not willing to spend money on postpartum physiotherapy services
 - B. You do not consider a museum to be the adequate space nor environment to receive these types of services
 - C. You do not feel confident to leave home with your baby, given that it can be difficult in terms of logistics and accessibility
 - D. You do not have someone who can take care of your baby, so you would not be able to attend the sessions
 - E. You would not be available in terms of time, since one morning would take too much time of your day
 - F. Other:
-
- 7) Did you look for any activity to help you recover from the partum?
- A. Yes
 - B. No
- If Yes, go to question 7.1
- If No, go to question 8
- 7.1) What activity did you look for?
- Indicate below:
-
- 7.2) Where did you look for information?
- A. Social Media (Facebook and Instagram)
 - B. Family and/or friends

- C. Health professionals
D. Google
- 8) Have you ever tried postpartum physiotherapy?
A. Yes
B. No
- If Yes, go to question 8.1
If No, go to question 9
- 8.1) Where?
Indicate below:
-
- 9) Have you visited any museum during the last year?
A. Yes, I have visited 1 museum
B. Yes, I have visited at least 2 museums
C. No
- 10) In your opinion, what could be improved in this service? Do you have any recommendation?
Indicate below:
-
- 11) I am:
A. A mother
B. A father
- 12) Age:
A. 20-25
B. 25-30
C. 30-35
D. 35-40
E. 40-45

Appendix 6 - Research Results

Table 1. Demographic Characteristics of the Sample

Variable	Frequency	%
Role		
Mother	100	71%
Father	40	29%
Total	140	100%
Age		
20-25	19	14%
25-30	44	31%
30-35	45	32%
35-40	30	21%
40-45	2	1%
Total	140	100%

Note. All 140 respondents were considered.

Table 2. Demographic Characteristics by Role

Variable	Frequency	%
Mother	100	71%
Age		
20-25	16	16%
25-30	32	32%
30-35	29	29%
35-40	21	21%
40-45	2	2%
Father	40	29%
Age		
20-25	3	8%
25-30	12	30%
30-35	16	40%
35-40	9	23%
Total	140	100%

Note. All 140 respondents were considered.

Table 3. Interest in *Pós-parto nos Museus* by Role and Age

Interest in <i>Pós-parto nos Museus</i>	Frequency	%
Mother	86	86%
Age		
20-25	14	16%
25-30	25	29%
30-35	25	29%
35-40	20	23%
40-45	2	2%
Father	28	70%
Age		
20-25	2	7%
25-30	8	29%
30-35	11	39%
35-40	7	25%
40-45		
Total	114	100%

Note. Only parents who showed interest in *Pós-parto nos Museus* were considered.

Table 4. Appropriateness of Museums According to Parents Who Showed Interest in *Pós-parto nos Museus*

Appropriateness	Frequency	%
Yes	95	83%
No	19	17%
Total	114	100%

Note. Only parents who showed interest in *Pós-parto nos Museus* were considered.

Table 5. Appropriateness of Museums According to Parents Who Did Not Show Interest in *Pós-parto nos Museus*

Appropriateness	Frequency (Mother)	Frequency (Father)	Total	%
Yes	11	2	13	50%
No	3	10	13	50%
Total	14	12	26	100%

Note. Only parents who did not show interest in *Pós-parto nos Museus* were considered.

Table 6. Frequency of Visits to Museums

Frequency of the visits	Frequency (Mother)	Frequency (Father)	Total	%
I haven't visited any museum	58	15	73	64%
I have visited 1 museum	12	8	20	18%
I have visited at least 2 museums	16	5	21	18%
Total	86	28	114	100%

Note. Only parents who showed interest in *Pós-parto nos Museus* were considered.

Table 7. Willingness to Pay

Price	Frequency (Mother)	Frequency (Father)	Total	%
Between 10€ and 15€	48	18	66	58%
Between 15€ and 20€	11	3	14	12%
Between 20€ and 25€		2	2	2%
Less than 10€	24	3	27	24%
Up to 25€	3	2	5	4%
Total	86	28	114	100%

Note. Only parents who showed interest in *Pós-parto nos Museus* were considered.

Table 8. Preference Regarding Company

Company	Frequency (Mother)	Frequency (Father)	Total	%
Alone	3		3	3%
With your baby	32	1	33	29%
With your partner	1	2	3	3%
With your partner and your baby	50	25	75	66%
Total	86	28	114	100%

Note. Only parents who showed interest in *Pós-parto nos Museus* were considered.

Table 9. Preference Regarding Format

Format	Frequency (Mother)	Frequency (Father)	Total	%
I prefer an individualized session	4	10	14	12%
Yes, a group of 10 participants and 1 physiotherapist is adequate	30	6	36	32%
Yes, but in a small group (less than 10 participants and 1 physiotherapist)	52	12	64	56%
Total	86	28	114	100%

Note. Only parents who showed interest in *Pós-parto nos Museus* were considered.

Table 10. Postpartum Activities Practiced by Mothers by Age

Age	Frequency	%
20-25	4	11%
25-30	11	30%
30-35	10	27%
35-40	12	32%
40-45		0%
Total	37	100%

Note. Only mothers who practiced postpartum activities were considered.

Table 11. Types of Postpartum Activities Practiced by Mothers

Types of Postpartum Activities Practiced by Mothers	Frequency	%
Postpartum classes	16	43%
Postpartum physiotherapy	5	14%
Postpartum gymnastics	4	11%
Yoga	4	11%
Walks	3	8%
Swimming	3	8%
Pilates	3	8%
Massages for the baby	3	8%
Gym	2	5%
Nutritionist	1	3%
Osteopathy	1	3%
Massages	1	3%

Note. Only mothers who practiced postpartum activities were considered.

Table 12. Mothers Who Tried Postpartum Physiotherapy in Postpartum Classes

Age	Frequency	%
20-25		
25-30	3	25%
30-35	2	17%
35-40	7	58%
40-45		
Total	12	100%

Note. Only mothers who practiced postpartum physiotherapy in postpartum classes were considered.

Table 13. Mothers Who Tried Postpartum Physiotherapy

Age	Frequency	%
20-25		
25-30	6	35%
30-35	3	18%
35-40	8	47%
40-45		
Total	17	100%

Note. Only mothers who tried postpartum physiotherapy were considered.

Table 14. Mothers Who Tried Postpartum Physiotherapy at Health Centers

Tried postpartum physiotherapy at health centers	Frequency	%
Yes	14	82%
No	3	18%
Total	17	100%

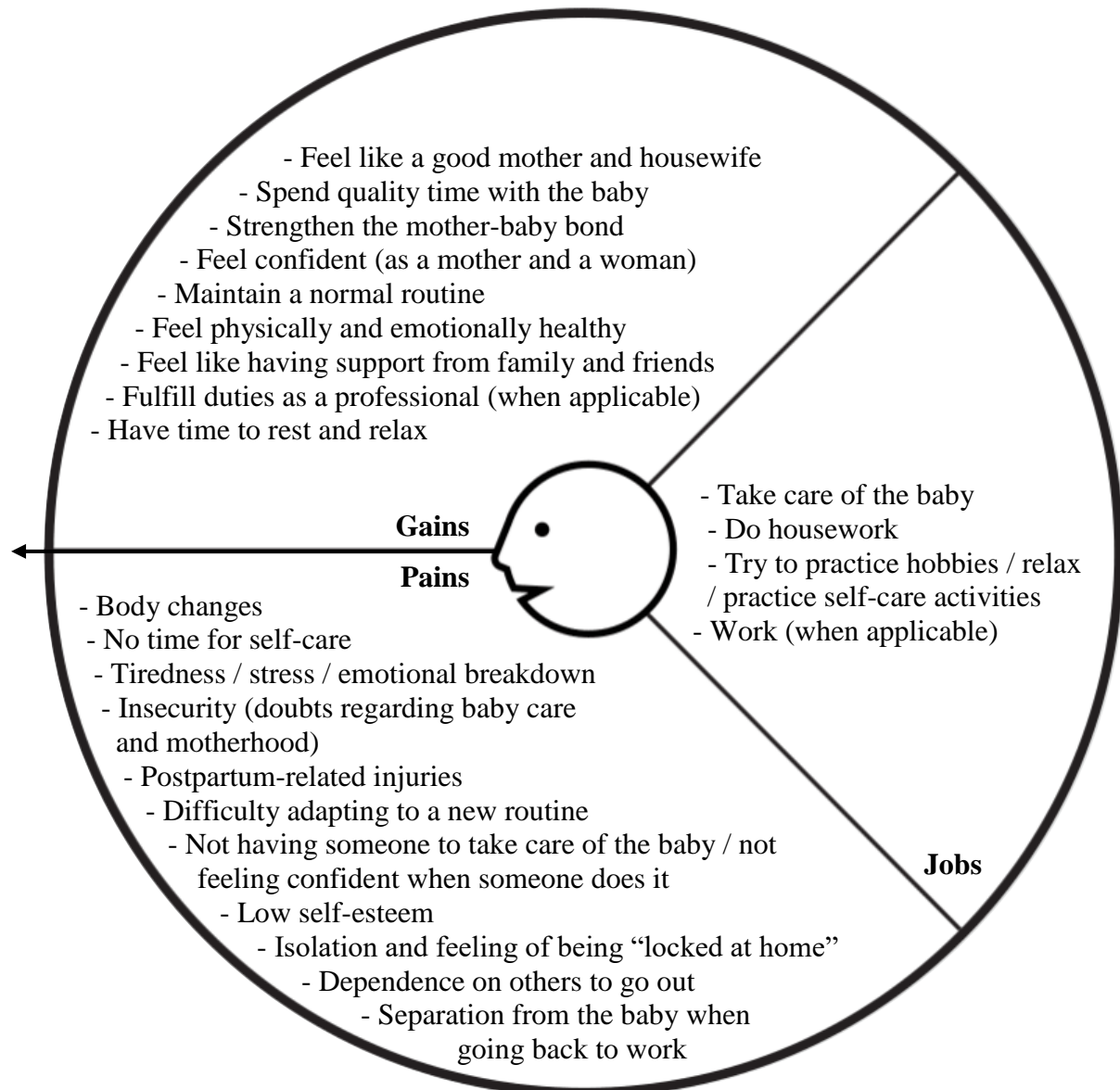
Note. Only mothers who tried postpartum physiotherapy were considered.

Table 15. Sources of Information When Looking for Postpartum Activities

Source of information	Frequency	%
Health professionals	22	59%
Health professionals and social networks	4	11%
Family/friends	3	8%
Family/friends and health professionals	3	8%
Google	2	5%
Social networks and Google	1	3%
Family/friends and Google	1	3%
Social networks and family/friends	1	3%
Total	37	100%

Note. Only mothers who practiced postpartum activities were considered.

Appendix 7 - New Mothers Customer Profile



Appendix 8 - New Fathers Customer Profile

